

**DEPARTMENT OF FINANCE AND ADMINISTRATION**  
**Administrative Memorandums**

**300.12**      TITLE:      Disciplinary Measures  
ISSUING OFFICE:      Director's Office  
DISTRIBUTION THROUGH:      All DFA Employees      (LEVEL)  
DATE ISSUED/REVISED:      8/01/97      REPLACES:      300.12      DATED:      6/01/96

The policy of the Department of Finance and Administration with regard to disciplinary measures is as follows:

Discipline applied by supervisors should be aimed at improving employee behavior, not punishing the employee. Behavior is defined as actions or lack of actions by employees related to work rules, office mission, and/or safety of themselves, co-workers and customers. The following sequence of steps is provided to assist supervisors with the disciplinary process:

- (1) Verbal warning recorded in the employee's personnel file.
- (2) Written warning recorded in the employee's personnel file.
- (3) Suspension without pay. (For exempt employees, a five (5) day minimum suspension is required.)
- (4) Termination.

Should disciplinary measures be necessary, they should be applied immediately, consistently and impartially.

Supervisors are required to:

Maintain good records and documentation;  
Investigate the violation and circumstances surrounding the incident;  
Equate the severity of the discipline to the violation, not the person;  
Discipline in private; and,  
Warn employee of the consequences of repeat offenses.

This sequence of steps in the disciplinary process is recommended for most violations. Some violations initially may require implementation of more severe disciplinary action, including immediate dismissal. Supervisors should consult with the DFA Human Resources Manager regarding extreme or severe situations.

Employees in regular positions (excluding probationary employees) may appeal disciplinary actions by utilizing the DFA Grievance Procedure. This Procedure may be obtained by contacting the DFA Human Resources Office at (501) 324-9063.